



Customer Cases

— Success Stories with Thinking Portfolio

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thinking portfolio® Project Portfolio

- Maintain programs, projects and sub-projects that are planned, underway or completed.
- Keep and report your projects in one portfolio
- Use as a tool for strategic management. Let your management team focus on portfolio level without falling into details
- Visualize strategy implementation by smart dashboards representing your focus areas,
- Must-Win-Battles or any other strategy framework
- Prioritize projects by your key value drivers or resources
- Open organizational communication by opening development portfolios to your entire organization
- Simplify and focus project managers' reporting and status checks to one format

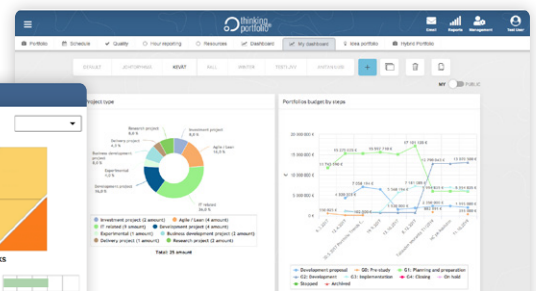


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Key Functionalities

- Portfolio reporting
- Portfolio prioritization and quality management
- Project management and reporting
- Control and steering
- Scheduling, budgeting and forecasting
- Resource allocation & control
- Project strategic positioning and impact management

Program	Project	Organization	Project owner	Project Manager	Readiness/A	ABCD	Priority	Current phase	Budget
AR Program 2018	Bystraforsen Invest	Thinking Portfolio Demo Area	Thinking Riku	Thinking Esa	○	B	3.1	Development proc.	498,200 €
AR Program 2019	Investment Finland & Sweden	Thinking Portfolio Demo Area	Thinking Menna	Thinking Aiko	○	B	2.8	Implementation	882,981 €
AR Program 2019	Revenue Management B-to-B	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.2	Planning and Prep.	435,000 €
AR Program 2019	Revenue Management B-to-B	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.2	Development proc.	
AR Program 2019	Turnover Management B-to-B	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.2	Development proc.	
AR Program 2019	Upgrade Predictive 2019	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	D	3.4	Development proc.	
AR Program 2019	Upgrade Sales Concept	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	D	3.3	Development proc.	
Investment Program 2019	618 Fuel Innovation by TP	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	D	2.5	Planning and Prep.	
Investment Program 2019	618 Fuel Innovation Template	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	D	2.4	Planning and Prep.	
Reliabil Ohjelma	Roll out Amsterdam (jama)	Thinking Portfolio Demo Area	Thinking Esa	Thinking Linna	○	A	2.6	Planning and Prep.	
Reliabil Ohjelma	Roll out Jangser	Thinking Portfolio Demo Area	Thinking Esa	Thinking Junna	○	A	3.6	Execution	
Reliabil Ohjelma	Roll Out Norway Oslo (Dansk)	Thinking Portfolio Demo Area	Thinking Riku	Thinking Pauli	○	A	3.1	Development proc.	
Reliabil Ohjelma	Roll out Oulu	Thinking Portfolio Demo Area	Thinking Esa	Thinking Kati	○	C	2.6	Execution	
Reliabil Ohjelma	TKI - Roll out Espoo	Thinking Portfolio Demo Area	Thinking Esa	Thinking Riku	○	C	2.6	Execution	
SOTE ja aluehallintojen yhteistyö	Medika Finland 2020	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	4.1	Implementation	
SOTE ja aluehallintojen yhteistyö	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	A	3.1	Implementation		
SOTE ja aluehallintojen yhteistyö	Laatu- ja asiakasohjelma digitalisoitui 2019	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.6	Implementation	
SOTE ja aluehallintojen yhteistyö	Laatu- ja asiakasohjelma digitalisoitui 2019	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.6	Implementation	
SOTE ja aluehallintojen yhteistyö	Revenue Management B-to-C	Thinking Portfolio Demo Area	Thinking Esa	Thinking Aiko	○	B	3.6	Development proc.	
SOTE ja aluehallintojen yhteistyö	Roll out Espoo 2018	Thinking Portfolio Demo Area	Thinking Esa	Thinking Pauli	○	B	3.1	Execution	
TKI 2020 Roll out Aina	TKI - Situa - Roll out	Thinking Portfolio Demo Area	Thinking Esa	Thinking Junna	○	A	3.5	Execution	



Fazer blue refined with Thinking Portfolio

Fazer Confectionery manages its projects with the Thinking Portfolio project portfolio. Focus, as the portfolio is called at Fazer, manages consumer product, raw material, product development and product decommissioning projects.

Fazer Confectionery's projects are unique and challenging with various requirements related to the process. "The old system was no longer sustainable for the ever-evolving environment, and the company decided to procure Thinking Portfolio, which provided genuinely flexible development features and was deemed perfect for evolving projects. We found it handy that we could, for example, connect raw material projects with product development projects," Senior Specialist Hanna Ikonen describes motivations behind the procurement.

Fazer Blue's new flavour variations

Another interesting project is the development of a new flavour for Fazer Blue. The development of a new flavour begins early, at least a year before the product is ready to be launched. The portfolio enables every step to be managed, from cost analysis to consumer interest and from raw material testing to packaging design. The portfolio provides all initial data for every part of the process, providing different views to different users, yet serving everyone equally.

"Our sales department looks at long-term planning, while production plants are interested in what will be produced and what will be out.

The data provided by the portfolio allows the production plants to plan test run schedules that will then be entered into the portfolio." All data is available internally at Fazer. The portfolio allows the monitoring of both schedules and decisions.

Focus Friends making things happen with humour

Focus Friends is making things happen without sacrificing good team spirit.

"We have been really happy with Thinking Portfolio. Previously, users were constantly asking for advice. Now they are simply saying: "This is so easy". End-users have been so happy with the tool, they're almost running up and hugging me."

Fazer manages its portfolio and projects without grunting and frowning: projects are completed efficiently and costs are calculated, but the spirit is kept positive. Administrators are

not called administrators, but "Focus friends". Each function has a dedicated Focus friend, and each group has its own "Focus Friends" WhatsApp group

"We are getting things done with good humour and a strong team spirit, which is our calling card. We even have a quirky nickname for system icons," Hanna Ikonen laughs.

"Typically project scheduling and management can be stressful, but the project manager is definitely a relief. No one is panicking, but managing smoothly and nimbly with Focus."

Thinking Portfolio and Focus Friends have had such a positive impact that Fazer has procured two new Thinking Portfolio tools, Fazer Bakery Focus and Fazer Lab.

No more Excel, only steady progress

Thinking Portfolio was implemented quickly, and production use commenced immediately following minimum parameter definition. "The portfolio is easy to develop, and users have been actively presenting development ideas," Ikonen states.

"Previously I did the development by myself, and it took time for our users to adopt our previous portfolio application, having a tendency to use their own Excel files. This is now becoming a thing of the past with all features imported into Thinking Portfolio.

Currently all functions are using Thinking Portfolio reporting, but are not yet aware of all of the features and new reporting tools." The plan is to adopt the use of the portfolio later in other functions as well.

"We are going through a period of strong development, which is facilitated with nimble development tools."

P.S. Could you read this without having the taste of chocolate in your mouth? I could not! (Editor's note.)



Focus Friend Hanna Ikonen

“Thinking Portfolio and Focus Friends have had such a positive impact that Fazer has procured two new Thinking Portfolio tools, Fazer Bakery Focus and Fazer Lab.”

The City of Lahti has made fast use of Thinking Portfolio's benefits

With 120,000 residents, Lahti is among the largest cities in Finland. Heralded as a sports venue, Lahti has also garnered international fame for environmental and design know-how, as well as high-quality cultural services.

Thinking Portfolio was acquired as a replacement for earlier project portfolio application to address the evolving needs of the project and portfolio processes involved in development operations. According to Development Manager Sari Alm, Thinking Portfolio not only provided all of the necessary functions, but boasted many other welcome features as well.

Thinking Portfolio exceeding expectations on portfolio review requirements

The executive department was interested in the project status overview provided by Thinking Portfolio. The new features of the tool were presented from various angles and multiple reports. Expectation is also running high about the portfolio reviews provided by Thinking Portfolio. A review of future portfolio expectations has been established and, based on what has been seen so far, the management team believes Thinking Portfolio will satisfy expectation nicely.

Thinking Portfolio steering project progress

During its implementation, the city also revised its own project workflow. After only a short period of use, the impact of Thinking Portfolio's streamlining of the process was noticeable. The portfolio supports the process through various stages, nimbly steering transitions.

Project managers taking on new projects really feel supported by the tool in terms of documentation and reporting, helping to clarify and speed up project start-up and the work of project managers. Some project managers, however, feel that updating the portfolio amounts to additional reporting. Nevertheless, implementation is still in progress, and all of the features and benefits have not yet been presented to all the project managers.

Thinking Portfolio is also a communications tool

Thinking Portfolio has also been implemented as a commu-

nications tool. Indeed, it is available to everyone, providing information on current projects and sub-projects, their content, progress and forecast results, as well as who to turn to for additional information. As another example of utilizing the portfolio as a communications tool, Alm mentions projects carried out simultaneously across several units (e.g. schools). In such projects, various users have easy access to key information and financial data. Having a single data source also helps eliminate errors.

More benefits expected with increased user numbers

The city of Lahti had an active project team that participated in both defining and piloting the portfolio. This piloting also featured other project managers.

"During the piloting stage, we could have had even more future portfolio users who were not part of the definition stage. This would have allowed us to address items needing fine-tuning in the early stages, as well as the project model and portfolio.

Implementing Thinking Portfolio was smooth and fast. Collaboration with Thinking Portfolio's consultants went well and all the agreed items were completed to schedule."

For anyone planning to implement a project portfolio, Alm recommends that the processes are taken into consideration before implementation and plenty of time is reserved for piloting.

"We are only in the early stages of using Thinking Portfolio, but we are actively proceeding with its implementation. As clear benefits have been observed after only a short period of use, we are expecting these benefits to accumulate as the user numbers go up, with the portfolio providing genuine support to the executive department."

The logo for the City of Lahti, featuring the word "LAHTI" in a bold, blue, sans-serif font. The letters are spaced out, with the 'A' and 'H' being significantly larger than the other letters.

Keva would choose Thinking Portfolio again

Thinking Portfolio combines projects, applications and resources. Keva's persistent need to have an overview of its project portfolio was fulfilled with the implementation of Thinking Portfolio. In addition to its transparency, Thinking Portfolio provided the necessary view of resource needs, allowing Keva to adopt a systematic approach to resource planning.

Keva is currently implementing the Thinking Portfolio application portfolio as well. Implementing the application portfolio also allows projects and related applications to be linked. "The new tools are expected to help provide clarity in project and application operations, as well as resourcing. However, this requires the input of the employees," describes Keva's IT Controller Timo Luhtanen.

"We are still in the early stages of this transition, and the move will also require changing our corporate culture in order to have the necessary data available in the portfolios and integrating this approach to our everyday operations.

Project portfolio benefits have been clear

Despite the fact that the new culture and the applications are still taking baby steps, the project portfolio has already proven useful. For example, during budgeting, projects planned for the upcoming period have been entered into the portfolio for review.

Project managers have indicated that project management and reporting has become significantly easier with the portfolio, which has also received praise for its user-friendliness.

"The portfolio has provided management with an easy overview, making it possible to map future resource needs for planning and budgeting." Keva also realised during budgeting that certain projects had to be re-prioritised or their resource allocation had to be adjusted based on the clarity of the picture provided by the portfolio.

Thinking Portfolio was an easy procurement decision

Despite the IT-oriented definition project, Keva implemented Thinking Portfolio in several units simultaneously. This required more work during the definition stage, but also allowed Keva to implement a portfolio that provides comprehensive support to all organisational units right from the start.

"It would have been easier to first implement the portfolio on the IT side, but I believe the right move was to implement it fully. I also believe Thinking Portfolio was the right choice. We are really pleased with it. I do not think there is another

solution on the market that is as comprehensive; and the price is right, too. The decision was easy, as the solution truly supports our operations."

Thinking Portfolio serves the right purpose

Keva was specifically looking for a project portfolio management tool. During tendering they were offered applications that were suitable for project management, but not for portfolio management and supervision. Daily activities in Keva's projects, particularly in the IT department, are typically managed by the supplier's project manager with in-house project managers handling overall management and reporting duties.

"Thinking Portfolio suits our needs perfectly with project portfolio management being our primary need, but the tool also enables project management on a smaller scale."

"Project managers have indicated that project management and reporting has become significantly easier with the portfolio, which has also received praise for its user-friendliness."



Thinking Portfolio helps Vlaardingen improve its digital service



The municipality of Vlaardingen is a city with a population of more than 72,000. Vlaardingen is mainly known as the herring town of the Netherlands. Fishing is a thing of the past. However, the fishing past is still clearly visible, especially near the Oude Haven and the Koningin Wilhelminahaven.

These days Vlaardingen is a modern municipality that values the opinion of its citizens. For instance, everyone can make their voice heard through the Vlaardingen Internet Panel. With as much input as possible from the city and from various partner organisations, the municipality is working on The Future Vision of Vlaardingen 2020-2040. A future scenario that can help the city council and the mayor and aldermen to build Vlaardingen of the future. How can the city develop in the coming years? How do we deal with changes in climate and energy? How do we ensure that we enjoy living together? How do we handle living and working in the city or traffic and transport?

Why portfolio management?

Vlaardingen is rapidly digitising its services to citizens and entrepreneurs and wants to set priorities and make targeted choices in line with its strategic objectives. To compare the ideas and projects, to make the interdependencies transparent and to plan the deployment of people, all data is stored in a central system. In combination with the set-up of a governance model and the organisation of processes, Vlaardingen will get a better grip on the costs and scheduled implementation of the digitisation projects.

Why PMO Institute

Using a reference model, produced by PMO Institute in collaboration with several municipalities, PMO Institute implements the Thinking Portfolio software application. This gives Vlaardingen an application which is set up and operational within a short period of time. Vlaardingen and PMO Insti-

tute work out the requirements in a number of workshops, whereby PMO Institute uses its knowledge and experience to design a suitable solution. Next, the configuration is set up and implemented after a short time. Subsequently, the basic configuration is expanded with new functions on certain points.

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- Keep and manage an up-to-date view of the current risk situation
- Manage risk discovery, risk analysis and mitigating actions
- Make informed decisions with up-to-date risk information.
- Govern and manage audit-trail for officials and auditors
- Manage and control risk management procedures
- Report on risks and mitigating actions

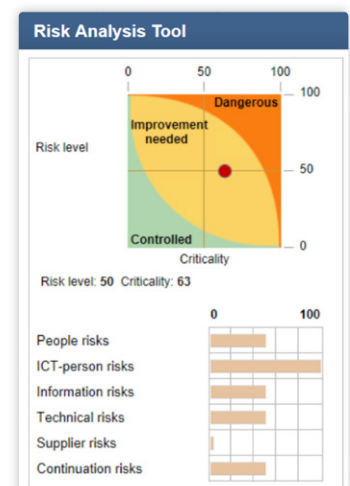
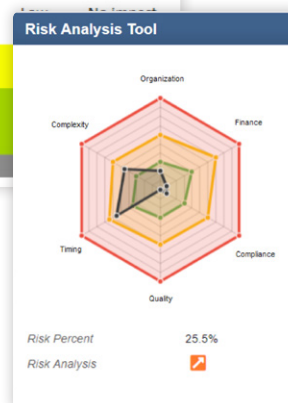


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Key Functionalities

- Risk Categorization and life-cycle management
- Impact analysis and reporting
- Risk Management and Governance
- Scheduled Mitigating Actions
- Mitigation management on portfolio level
- Reminders, tasks and reporting cycles

Simple Risk Matrix					
Risk Score		Severe	Major	Moderate	Minor
Almost Certain	5	5	4	3	2
Very likely	4	25	20	15	10
Likely	3	20	16	12	8
Unlikely	2	15	12	9	6
Rare	1	10	8	6	4
No possibility	0	5	4	3	2
		0	0	0	0



Thinking Portfolio growing with the Peikko Group

Peikko manufactures concrete joints and beams for pre-cast and cast-in-situ solutions. Peikko's innovative solutions make construction easier, faster and safer.

Peikko Group has expanded quickly in recent years. The speed of growth has brought its own share of challenges from controlling project operations to steering operations in the right direction. According to Project Controller Satu Kannelvirta, the Thinking Portfolio's project portfolio is an invaluable tool in managing growth, providing a general overview of project operations.

"We have been extremely pleased with this supportive partnership, which dates back to 2012," confirms Managing Director Topi Paananen.

Thinking Portfolio shows how strategy is implemented

Thinking Portfolio is used on a daily basis for managing all in-house programmes and development projects.

The project portfolio is the definitive tool for product development, investments and other development work. The tool is also used for regularly revising cost-benefit calculations.

Management reviews involve looking at portfolio data from several perspectives. The reviews also includes the assessment of a company's current status and any future focus areas, as well as whether operations are in line with a company's long-term strategy.

"I regularly report on the overall status of the portfolio to the steering group. I utilise Thinking Portfolio reports and we also analyse projects directly in the tool. This tool allows us to review and compare projects from various angles.

The project portfolio contains all the necessary data

Thinking Portfolio is the driving force, whilst also providing access to all data, including detailed project planning, progress reports and results. This is possible through links and connections. Project personnel do not need to waste time thinking about how to answer project-related questions, as all the data is available in one place.

The faster the pace, the more vital Thinking Portfolio is

Peikko Group's turnover has increased by 10-13% per annum with operations currently spanning 32 countries. It is essential to support fast growth with the right tools. The portfolio has gained in size and user numbers during this period of growth. This in turn further increases the value of the tool and it has been extremely gratifying to see that Thinking Portfolio has effortlessly kept pace with our growth," Kannelvirta says of the benefits of Thinking Portfolio.

Expansion brings about a need for added portfolio functionalities and Thinking Portfolio's employees are praised for always finding and implementing solutions quickly.

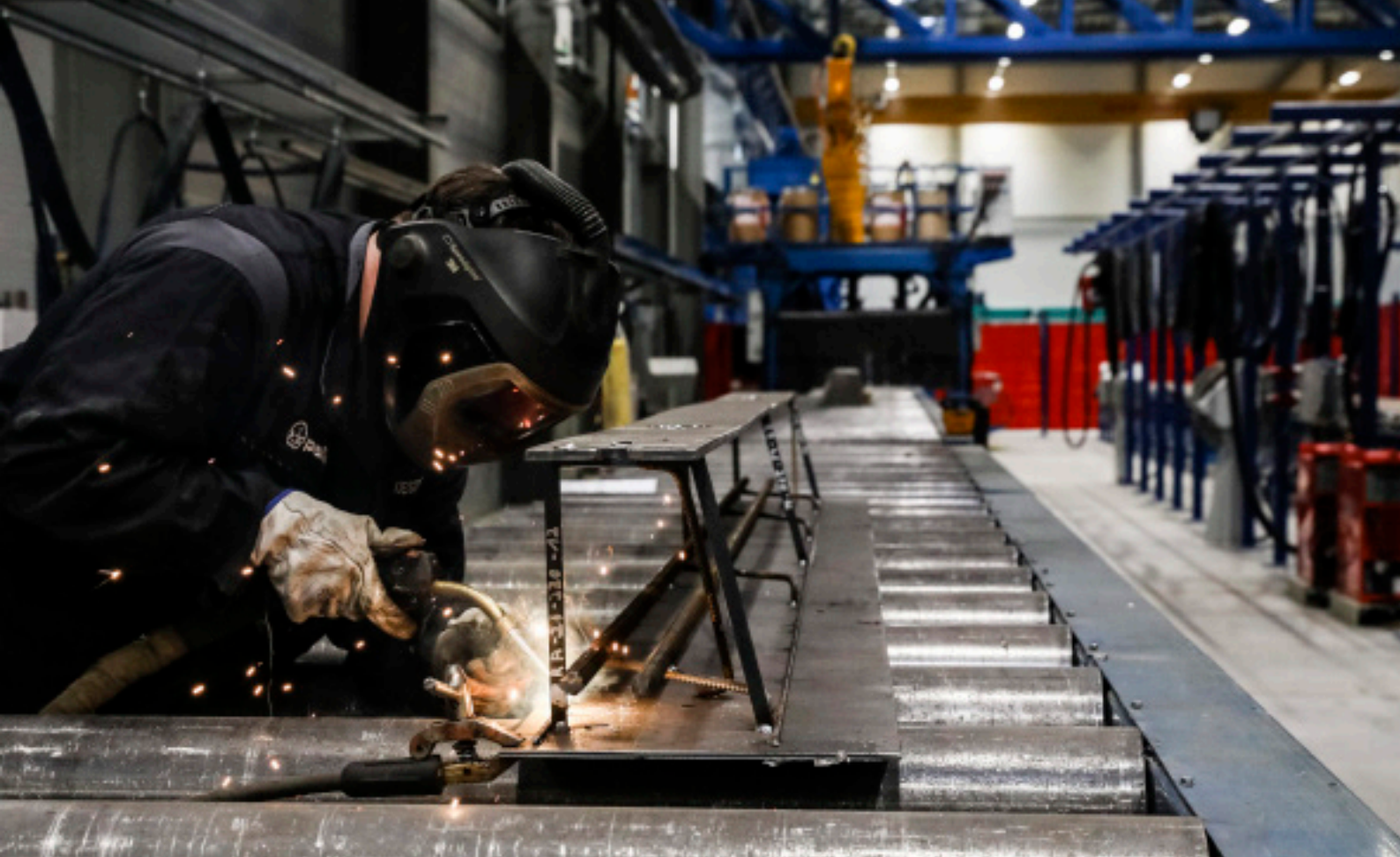
"I find having the portfolio management tool a must, especially at this rate of growth.

Among the key benefits for us are the ability to measure and determine the correct allocation of resources in various areas and having an overview of current development projects throughout our organisation. Furthermore, it is important that the portfolio provides us with data on future development needs."

Thinking Portfolio receives a thumbs up for multiple reasons

In its work with Peikko Group, Thinking Portfolio has to be a multi-faceted tool. The portfolio provides up-to-date information with the same vision for development and strategy implementation for every user. The portfolio is also an important in-house communication channel.

"Thinking Portfolio is useful and functional on various levels. Our employees also appreciate the tool's user-friendliness; no one is burdened by unnecessary bureaucracy.



Thinking Portfolio's role in Peikko Group was described by Project Controller Satu Kannelvirta and Managing Director Topi Paananen.

“Thinking Portfolio is the driving force, whilst also providing access to all data, including detailed project planning, progress reports and results. This is possible through links and connections.”



Thinking Portfolio offers the Province of North Holland support from idea phase to project completion

The Province of North Holland administers the province of the same name; a province with over 2.8 million inhabitants spread over 47 municipalities. The Province of North Holland works on technological innovations, smart infrastructure, energy transition and nature development, among other things. This way, the province makes an important contribution to society!



All projects with an information/ICT aspect carried out within the province of North Holland are part of the i-Portfolio. This i-Portfolio was recorded and maintained using multiple spreadsheets and various reports. Within the CIO office the need arose for supporting project portfolio management software. Thinking Portfolio was chosen following a thorough selection process.

In the first configuration, the i-Portfolio projects were recorded. Consider for example a project map with basic data, milestones, risks, issues, involved resources and dependencies with other projects. This made the many spreadsheets we used redundant. The employees of the province who work with Thinking Portfolio now have access to all types of reports. For example, project leaders record their monthly status reports in Thinking Portfolio.

During the first year, we also considered using Thinking Portfolio in the pre-project phase. For this purpose, the idea module was introduced at the beginning of 2020. In the ideas module we record the ideas and wishes (the funnel) collected by the information managers during their conversations with business managers. Next, the ideas and wishes are, step-by-step, further developed into a business case in Thinking Portfolio. Once the business case has been approved, an idea is converted into a new project at the push of a button. The relevant data recorded with the idea is copied to the new project. This way, Thinking Portfolio now offers us support for our working method... from the first idea phase to the completion of the project.

Why PMO Institute?

PMO Institute initially gave an appealing presentation on the possibilities of Thinking Portfolio. It was recommended to start small. After the province of North Holland had selected the Thinking Portfolio software with PMO Institute as supplier, the working method and development methodology used by the province of North Holland was explained in a few sessions. In these sessions PMO Institute showed implementations of similar configurations at other organisations, which would require small adjustments to make them suitable for the province of North Holland. Thus the first configuration was delivered and implemented in a relatively short period of time. Since then, changes and additions have been made through new releases. The ideas module is the most recent addition.



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- Create a comprehensive view of IT-systems and services from a strategic perspective
- Connect IT-applications to business goals
- Allow access to IT-information throughout the organization
- Visualize application dependencies
- Simplify application lifecycle management
- Map applications against development efforts and projects, even across portfolios (landscape functionality!)



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Key Functionalities

- Lifecycle management
- Quality assurance
- KPI and service management functionalities
- Service backlog, steering functionalities and tasks
- Service cost and resource mapping and management
- Reporting across all data managed on platform eg. life cycle costs across portfolio
- Link any service or application to a project to gain visibility across dependencies

Portfolio	System name	System entity	Life cycle phase	Costs from previous year	Criticality	Value	Action	Functional quality
Henkilöstöhallinto	Työvoimavaroitus	Payroll	Active development	65 000€	Critical / severe (C-level)	48	Abandon	1
Gemeente Zundert	Wolvenaar	HR-system			Very critical (D-level)	0	Abandon	0
Gemeente Zundert	Nieuwe applicatie	key2financien			Critical / severe (C-level)			
Gemeente Zundert	key2financien	HR-system			Critical / severe (C-level)			
Thinking Portfolio Demo Sovellus	Finanssiaikataulu	Finance System	Active development	9 000€	Normal (B-level)	17	Abandon	
Julkishallinnon palvelut	QIView R10		Active development	50 000€	Normal (B-level)	37	Renew	
Kansainvälist palvelut	Talouden It2		Active development	50 000€	Normal (B-level)	54	Renew	
Kansainvälist palvelut	Quality Management		Renewed	80 000€	Very critical (D-level)	23	Abandon	
Thinking Portfolio Demo Sovellus	SAP SCM	HR-system	Shutdown		Very critical (D-level)	47	Terminate	
ICT	Master Data Management		Shutdown		Normal (B-level)	87	Insert	
HBM	Chip 2000		Maintenance	16 000€	Critical / severe (C-level)	70	Renew	
Thinking Portfolio Demo Sovellus	SAP CO			21 000€	Critical / severe (C-level)	83	Renew	
TUT	HOPS							
Thinking Portfolio Demo Sovellus	Global Trade Services		Active development		Normal (B-level)	51	Renew	
Thinking Portfolio Demo Sovellus	Profitability Analysis				Normal (B-level)	65	Renew	
Legaliikka	Product Costing		Active development	90 000€	Critical / severe (C-level)	47	Abandon	
Rahoituspalvelut	Optimaajaksielot				Critical / severe (C-level)	25	Abandon	
Palvelusuhdante	Optimaajaksielot		Maintenance		Critical / severe (C-level)	35	Abandon	



Thinking Portfolio concretised the project portfolio processes of City of Tampere

Guided by the Group Management Unit, City of Tampere took Thinking Portfolio project portfolio application into use in November 2015. The implementation of the application was a follow-up to the development of a project management model started in 2014.

The City of Tampere project portfolio deals with all projects relating to the development of services, operations and management and all projects containing ICT development, as well as research projects. The portfolio also contains regional development programmes with their projects. Currently there are three of these programmes.

Service manager Sirpa Kolehmainen, who started work in the beginning of the year, has been responsible for the implementation of both the project model and the application. We acquired the application to help the realisation of the project model and project procedures. Kolehmainen is happy with the application and says it helped the personnel to internalize the project model in addition to bringing agility to managing procedures.

– Thinking Portfolio project portfolio as a tool concretises and visualises our project management procedures.

– The application tool gives the monitoring possibility to all city employees as well as to the interest groups participating in the project.

Thinking Portfolio frees time for development

In addition to the fact that improving the visibility of projects has made it easier to implement project models, Kolehmainen is pleased that more time remains for actual development and that it is easier to make comparisons and choose right development projects into the implementation in real-time.

– For us the most important thing is the value brought by Thinking Portfolio in monitoring the realisation of project strategies.

– Thinking Portfolio also brings fluency to management group work. The visibility of the application and its ease of use enable quick adoption of information and with it the time saving virtual meetings.

Encouraged by positive user feedback we are now training new groups

There will soon be an internal customer survey among the users of City of Tampere Thinking Portfolio, which will

gather more detailed information on the users' experiences and wishes for the application. However, the free feedback we have received so far has been positive. Project managers, amongst others, have taken to the ease-of-use of the application and the portfolio management groups to its visual informativeness.

Project managers have also been happy with the features of Thinking Portfolio project management. These include the possibility to visualise the dependencies between projects, management features of tasks as well as resources planning and hourly recording functions. Kolehmainen feels that a big leap forward has already been taken in the management and guidance of the project portfolio, but the intention is to provide further training to the users of both the project model and the project portfolio. People preparing projects are especially wanted to take part in the user group.

– With the preparatory group we can enter the information on the projects being prepared into the portfolio at the earliest stage possible.

Interactive implementation project was a great experience

The Thinking Portfolio implementation project and co-operation with the supplier's experts went without a hitch. The project was a pleasant experience.

– This was a fun interactive project. We were able to use the application immediately and at the same time we could still fine-tune the application and make last minute changes which the Thinking Portfolio consultants realised at once.

“Thinking Portfolio project portfolio as a tool concretises and visualises our project management procedures.”



Thinking Portfolio provided additional value to project management in the City of Turku

Since the beginning of 2015, the Turku City Administration has been using Thinking Portfolio's project portfolio as a tool for development project management. During the procurement stage, the supporting factors for choosing Thinking Portfolio were the tool's suitability for development programs and the organization, as well as the possibility of customizing its features alongside the evolution of the development programs.

As the responsible person in this case, Strategy and Development Director, **Jussi Vira**, has been involved in developing the city's processes, and was therefore part of the final decision-making team on the procurement of the tool. "The experiences of other Thinking Portfolio client organizations were definitely a factor," Vira says.

"Other cities had had positive experiences with the tool, and it was a solid reference for us.

Organizations that had implemented the application earlier had provided positive feedback, which encouraged us."

The City of Turku manages all types of development projects with Thinking Portfolio. Currently, the city's portfolio contains around 500 operational development and IT-oriented projects.

Clear overview has provided additional value to development operations

Portfolio managers are in charge of the accuracy of the data as well as preparing and presenting Thinking Portfolio analyses to project owners and management teams. Jussi Vira has been pleased with the immediately evident additional value that Thinking Portfolio has brought to project management.

"By using a single tool for project portfolio management, we are provided a general view of the development projects of the entire city. In my opinion, this overview has been the most critical benefit the tool has provided us with so far."

The Project portfolio has been received so positively, that the users have expressed interest in using the tool for other types of development work as well. Another planned expansion is the implementation of Thinking Portfolio as a tool for innovation.

"The users have been pleased with Thinking Portfolio. Overall, it has been great that things have progressed so quickly with the application.

Thanks to these positive experiences, we are discussing other ways of utilizing Thinking Portfolio. The next development step is to incorporate Thinking Portfolio in visualizing innovation."

The new application is appreciated by its users

Development Manager **Sari Hannila**, who was also responsible for the definition and implementation project of Thinking Portfolio for the City of Turku, states that user feedback has been positive and that the users have been pleased with the clarity of the user interface.

"One of our users got acquainted with two portfolio management applications over the summer. Based on their experience, Thinking Portfolio was definitely their tool of choice. It is easy to approach and pleasant and easy to use.

The users have been able to use TP independently after a short orientation. Any initial apprehension is cast aside very quickly.

Using the application will only get easier, as soon as we are able to match the application with our development processes."

Thinking Portfolio gets ten points for service

Collaboration with Thinking Portfolio's supplier has been positive, although the initial stages of the definition process could have been a bit clearer.

"We were looking for a bit more clearly defined and stronger approach to the application definition process. By communicating their expectations better, the supplier would have made it easier for us to plan our resource allocation.

During the implementation stage, the supplier exhibited excellent flexibility. Their service-readiness and attitude deserve full marks."



Local Tapiola recommends wide-ranging capitalising on Thinking Portfolio

Local Tapiola is a Finnish group of companies owned by its customers, which offers life security for personal customers, companies and communities of all sizes, as well as for farms. Life security describes a method to serve customers through a lifetime and its changing scenarios. Local Tapiola invests in security, health and well-being of its customers.



Local Tapiola uses Thinking Portfolio for managing the group's development portfolio and working time tracking of Local Tapiola Services OY. At first the intention was to design the application's structure only for managing the development portfolio, but during the specification workshops it was found that Thinking Portfolio would also be suitable for working time tracking and project management and thus the use of the application was expanded. Because of this it was possible to totally abandon the old, more complicated and expensive medium.

Thinking Portfolio saves working hours

During the use we found time saving especially in project managers' work. One significant improvement was that we could stop using separate documents. The information about development jobs in just one medium is more systematic, reliable and more comparable with each other. Summarising and taking snapshots is smoother and takes only a fraction compared to earlier time.

Local Tapiola thanks the supplier for being solution-oriented

Development manager Jaana Kaskirinne from Local Tapiola is happy with the specification work and implementations of Thinking Portfolio consultants. Although the short implementation project made her wonder at first, the surprises were only positive. She gives special thanks to how smoothly additional features, which were not originally planned, were included in the system and how well the co-operation with the supplier is still progressing.

Local Tapiola started to use Thinking Portfolio with their product information in the testing stage following the speci-

cation and thus they immediately received a better picture of the application in their own environment. It was gratifying that the data added during the development work was not lost and everything could be used while implementation took place.

- The supplier is creditably solution-oriented, and they offered great solution options when we told them about our problems.
- We have internally received only positive feedback about the medium and the supplier. We have been able to have small changes made whenever we have seen the need for them during use.
- The service has been super-good, the attitude and service spirit are in a class of their own and the attitude is spot-on. I can recommend the supplier to everybody!

Proffa serves in a user-friendly way

In Local Tapiola Thinking Portfolio is called Proffa. Users like the fact that Proffa is easy to use and that the instructions are found inside the application when needed. The implementation of the application did not require big training squeeze and new users found that they could make a good start after a small introductory session.

User experiences, feedback and development ideas are collected in "Proffa Clinics", which are held regularly and which deal with timely questions relating to the use of Thinking Portfolio.

- We have theme-specific clinics; at first we dealt with things relating to the basic use and from there we have continued with clinics dealing with status reports and reports on decision making.
- However, the clinics have been rather quiet because the users have coped well with Proffa without guidance.

Thinking Portfolio makes prioritisation easier and more transparent for the Municipality of Westland



The Municipality of Westland, also known as the ‘glass city’, has over 107,000 inhabitants. Westland is an attractive municipality comprising eleven village centres, each with its own character, horticulture and, of course, the Westland coast with its beautiful beaches.

Why a portfolio management tool?

To help residents and entrepreneurs as efficiently and quickly as possible and in the most customer-friendly way, the service processes of the municipality of Westland are being digitised to the extent possible. Complexity of the ICT infrastructure and interdependency of systems require a coherent, well-prioritised, project-based approach. The ‘Thinking Portfolio’ project portfolio software has given the Municipality of Westland a means of keeping an overview of all changes, allowing it to work in a more structured and project-based manner. Clusters and teams have an overview of all wishes, current programmes and projects and the resulting obligations and resource load.

What is the result for the Municipality of Westland?

The software provides management and employees with insight into who is working on what. This allows for better and more consistent planning. Standard reports simplify communication. The ultimate goal of using Thinking Portfolio is better support in the decision-making process regarding the composition of the project portfolios and more grip on and insight into the change processes that offer added value to residents and entrepreneurs.

Why PMO Institute?

PMO Institute supplies and implements the Thinking Portfolio

software application. Using its knowledge and experience gained through previous implementations at other municipalities, a design of the application was developed in a short time. The software was then configured and prepared for operation within a few weeks.

“We started on a small scale with a change portfolio for projects that contribute to digital services and operate digitally. PMO Institute turned out to be the ideal partner for us because they have design examples of major extensive implementations and through their knowledge and experience they are able to translate this “best practice” proportionally into a suitable solution for our specific needs and situation. This made acceptance and use so much easier”. (Portfolio Manager Municipality of Westland)



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Thinking Portfolio project portfolio makes environmental development projects easier in HSY

Helsinki Region Environmental Services, HSY, is a municipal federation which provides services in water supply and waste disposal as well as information on the metropolitan area and environment. HSY helps residents to act better on behalf of the environment.

HSY development projects are managed in the Thinking Portfolio project portfolio. The subjects and budgets of projects vary a lot and they are made in several lines of business and production areas, development expert Susanna Hietanen from HSY tells us.

We started using Thinking Portfolio less than six months ago, when the biggest projects began their lives in the portfolio. When our experience grew we realised the benefits brought by the application in the lifecycle stages of the project management as well as the planning and the whole project. This tool found to be so efficient is now being implemented to be used more widely.

– We will also enter small projects into Thinking Portfolio, because we have found that completing even a simple project in Thinking Portfolio is easier than with the other tools we have been using so far.

– When we get all projects into one portfolio, transparency with our development projects will improve even further.

The HSY Thinking Portfolio has as many as 250 users and we continuously invest in training.

– Although we receive feedback from users saying that because Thinking Portfolio is so easy to use there is no need for training, we still go ahead with training. This way we get an opportunity to share the best practices and small tricks, which could benefit everyone.

Thinking Portfolio helps to challenge things

The most active user groups are project managers and enterprise leaders. Management groups utilise the prospects of the portfolio as a support for decision making. Management groups have given positive feedback about the ability of Thinking Portfolio to present information as well as analysed and understandable prospects.

– Information can be brought into view better than before. Thinking Portfolio supports challenging the information. For

us it is also positive that the missing projects will now be noticed during reviews more easily.

This is worth embarking on

The current development needs for Thinking Portfolio are prospects relating to reports on working hours. We need more of these, because different financiers have different wishes for these reports. Other wishes for finishing touches can also be presented better at this stage, when we have had more user experiences, Hietanen says. There is no threshold in progressing these wishes, because the co-operation between HSY and Thinking Portfolio supplier has continued smoothly after the implementation project as well.

– We are happy with the Thinking Portfolio's "blessed eternal guarantee", which means that as though all issues could not be addressed at testing stage, we can still address them in future.

– We also liked the fact that the supplier asked us separately and that we could give feedback about the project.

– To others who are thinking of doing the same I can say that this is worth embarking on.

“We will also enter small projects into Thinking Portfolio, because we have found that completing even a simple project in Thinking Portfolio is easier than with the other tools we have been using so far.”



The clarity and functionality of Thinking Portfolio convinced Vaasan Oy

Vaasan Oy is a Finnish bakery company that operates also in the Baltic countries. We have been baking in Finland since 1849, which makes Vaasan Oy Finland's second oldest bakery. Its most known brands are Vaasan Ruispalat, Vaasan Taika and Vaasan Isopaahto.

Vaasan Oy and Thinking Portfolio started the implementation project of the project portfolio in specification workshops in March 2015. The application started operations in June – August. One important reason why Thinking Portfolio was chosen as Vaasan Oy project portfolio application was the possibility to implement it in a short time and benefit from its use quickly.

Strategy and development manager Nina Tuomikangas says that their choice became clearer during the purchasing process. Thinking Portfolio was perceived as a tool which, in addition to fast implementation, had clarity and simplified functionality on the plus-side. It was easy to start the development of project practices with an easy-to-use tool.

– We wanted to start quickly and ensure that we will not try to build a solution that is too complicated. The most important things were that the basic processes and the management process were specified.

– During reference visits it was confirmed that Thinking Portfolio has enough capacity for later on, when the maturity level in our company increases.

The project portfolio was started with product development projects

Product development projects were entered into the portfolio immediately in the implementation stage. By managing user rights we could display the right kind of information to the project leader as well as buyers, product developers and the people responsible for project sales, supply chain and finances.

– The feedback from users has been genuinely positive and all are extremely satisfied. Special thanks are given to the fact that the same tool offers many different things and that managing overlapping information has disappeared.

– Thinking Portfolio has already been put to use in all countries taking part in product development process, i.e. in Finland, Estonia, Latvia and Lithuania.

The project portfolio shows which way strategic projects should be managed

In addition to product development projects Vaasan Oy uses the project portfolio to manage strategic development projects. Thinking Portfolio has also well adapted to support the management of Vaasan Oy new strategic project.

– With our governance model described in Thinking Portfolio we will get good transparency, we can see where the focus points are and which we still need to invest into.

The use of Thinking Portfolio is still being expanded

Vaasan Oy has also investigated resource planning features in Thinking Portfolio and in future we plan to implement them more widely. With wider use of resource planning we wish to improve the forecasting of resource position bottle-necks. We are also thinking of further increasing the transparency of the project situation to the management.

– Our choice was spot-on and we have been satisfied with Thinking Portfolio both as an application and a supplier. We can absolutely recommend it to others!

“During reference visits it was confirmed that Thinking Portfolio has enough capacity for later on, when the maturity level in our company increases”



The life-cycle of a project became clearer at Trafi with Thinking Portfolio

Trafi develops the safety of the traffic system, promotes the environmental friendliness of traffic and is responsible for the official tasks relating to the traffic system.

Since the beginning of 2016 Thinking Portfolio has been the tool for all project management at Trafi. The contents of Trafi's project include the development of customer services as well as the development of ICT and other independent initiative projects.

After the implementation of Thinking Portfolio, Trafi projects have become more transparent, their Thinking Portfolio administrators tell us.

Previously the pre-specification information was documented in according to different practices, but now that we have an application which gathers this information, the projects take shape at an earlier stage. This is a welcome change when monitoring a project's life-cycle.

Before the implementation of Thinking Portfolio, Trafi was using their own developmental operations model and the application did not require any changes to it, but the confidence in project monitoring and completion brought by Thinking Portfolio is significant. Reports have become standardised and reporting practices have become clearer, which we have welcomed.

Seeing the projects in the application adds ability to inform

At Trafi Thinking Portfolio is used by the most active project and development managers, in addition to which the portfolio is used for reporting to several different groups and everyone at Trafi have viewing rights to the portfolio. Everyone can benefit from seeing what projects others are doing and how they have realised or are about to realise them. Currently there are 167 development tasks in the portfolio in different stages, including 55 active initiatives or projects.

Management groups will make project decisions using reports and analysis from Thinking Portfolio. There are also memo lists for decision making to help with the projects and they can also be found in the application.

People at Trafi experience the use of Thinking Portfolio pleasant and they give plenty of positive feedback.

- Thinking Portfolio shows the know-how of the people realising the projects and it is professionally designed
- The application is clear; it guides the user and does not

require any separate instructions

– As a tool Thinking Portfolio enables many realisation models, so it is important that you map the requirements of your own activity. After this it is easy to edit the application to suit your requirements.

Reaction speed is the tops with Thinking Portfolio

As a supplier Thinking Portfolio also gets a commendable grade from those at Trafi. Co-operation has worked smoothly and they feel that they have received help whenever needed. Special thanks are given to Thinking Portfolio's top-speed reaction in contacting customers.

We interviewed the following people at Trafi: Ilkka Toivanen, Pipsa Eklund, Taru Lahti, Virpi Kotala and Päivi Nissi

“As a tool Thinking Portfolio enables many realisation models, so it is important that you map the requirements of your own activity. After this it is easy to edit the application to suit your requirements.”



Finnair opens up its route to Thinking Portfolio's Project Portfolio



Finnair uses Thinking Portfolio's Project Portfolio, which currently manages its IT projects. There are plans for Thinking Portfolio to become the go-to project management application for all types of projects including procurement, commercial investigation and projects to open new flight routes.

The intention of the ongoing Roadshow is to communicate information about the potential of the application for future users and various management teams.

Chief Information Officer (CIO) for Finnair, Kari Saarikoski, explains that prior to commissioning Thinking Portfolio, information about the organisation's different projects was compiled using Sharepoint and Excel. There were no coherent models for reporting or presenting this information and the need for a project portfolio management tool was identified quite some time ago. Over the years, a number of alternatives to the application have been surveyed and even researched.

One of the expectations for the future project portfolio involved getting all the projects neatly compiled in a single tool, thereby enabling a clear view of the various stages of the projects and the resource status as a whole. Improvements made to reporting tools would also ensure a systematic process with time savings regarding project management.

Implementation of Thinking Portfolio was swift with a rapid roll-out

Commencement of the procurement project finally became topical last year. Using the procurement process, the implementation schedule was initiated in September – October, and the application was quickly up and running before the end of the year. Saarikoski was delighted with the fluid implementation of the application and the smooth cooperation with the supplier.

The implementation and commissioning project was carried out swiftly without excessive bureaucracy. Altogether, we took part in three workshops and from the second workshop we were given parameterised alternatives for the Thinking

Portfolio functionality. Following the third workshop, the application had already been trialled and we were able to finalise the final version.

In our search for a suitable tool for managing our project portfolio, we examined a number of different applications. The majority of these alternatives turned out to be too cumbersome for our requirements. We found Thinking Portfolio to be sufficiently slimline and data appeared to be easy to maintain.

Data maintenance is always challenging and the portfolio is only as good as the data it holds. With Thinking Portfolio, there is a correct amount of data to be maintained. I firmly believe its slimline interface will keep usage rates high.

Decisions are clearly visible in Thinking Portfolio

Saarikoski recognises the benefits of Thinking Portfolio as being a tool that is equally useful for management as for all other departments requiring information about projects. All decisions are clearly shown in a single portfolio and despite information quality varying, it is already possible to view delays and project bottlenecks.

-Missing information is also a good indication of the challenges within a project.

-As more data is fed in, we also expect to receive a sufficiently comprehensive overview of the overall situation with resources, i.e. we can see where there is an overload and which resources are lacking.

The logo for Finnair, consisting of the word 'FINNAIR' in a bold, blue, sans-serif font.

Intensive use of XAMK's Thinking Portfolio project portfolio of equal interest to its partners

At the South-East Finland University of Applied Sciences (Xamk), all R&D&I activities are managed using the Thinking Portfolio project portfolio referred to as HanSa. HanSa has a key role as a tool for managing R&D&I operations.

Development Manager Hanna Kuninkaanniemi has been involved in developing HanSa since its initial integration when the Mikkeli University of Applied Sciences commissioned the system for providing structure to R&D&I activities. HanSa has established such a firm position in the organisation that Kuninkaanniemi cannot even imagine living without it, believing that project management would be simply impossible otherwise.

The merger has seen the number of R&D&I projects increase dramatically. HanSa is not only a project management tool, indeed, in addition to implementing different stages of the project, it is also a vital tool for assisting management, monitoring, assessing and managing risk.

“Thinking Portfolio, or HanSa as we call it, is a truly multifaceted tool. Once the project is opened as a concept in HanSa, any subsequent handling is examined and reported here. The R&D&I management and employees make wide use HanSa, so it is an important tool for us all and a superior tool for management.

“If it isn't in HanSa, it doesn't exist!”

New users, new ideas

XAMK officially commenced activity in early 2017, but preparations for merging the two universities started much earlier. Once the new organisation was formed and HanSa was expanded, it had already become an irreplaceable tool for the R&D&I operations the year prior to the merger.

In addition to the active HanSa users, the entire organisation has access to the data it holds, thereby making it a highly efficient communications channel. With the merger, all new



users have enthusiastically adopted the tool, even putting their projects on hold until they could use the tool to handle them after witnessing its benefits when collaborating with MAMK earlier on.

The new users also introduced new ideas for utilising HanSa, which have resulted in the improvement of content in the portfolio.

Rumours circulating about outstanding solutions

The processing, presentation, assessment and approval of projects sent to financing authorities also involves use of HanSa. In fact, in its quality evaluation statement, the Finnish Higher Education Evaluation Council found HanSa to be a prime example of good practice in educational establishments.

Kuninkaanniemi states that the tool generally inspires positive interest among XAMK partners.

“HanSa has always inspired great interest in the university network, as different bodies have either seen it in practice or heard rumours about what system we use.”

The interviewee was Development Manager Hanna Kuninkaanniemi from the South-East Finland University of Applied Sciences (Xamk).



South-Eastern Finland
University of Applied Sciences

Savon Voima uses Thinking Portfolio as its management and communication tool

Savon Voima, otherwise known as the Savonian energy group, concentrates on electricity sales and grid services, electricity and district heating generation, solar power solutions and versatile portfolio management services for the energy sector.



Thinking Portfolio leads the approach for objective development

Managing Director of Savon Voima, **Arto Sutinen**, together with Development Manager and Chief Information Officer **Markku Rissanen**, state that development tasks have been enhanced in their organisation and are increasingly objective-focused, whilst management processes have been renewed. Under this premise, the strategic programme “Objective Development Approach” was created. One of the programme’s projects has also included the acquisition of an application tool used to increase development of the portfolio’s visibility and assist management with achieving strategic goals.

Thinking Portfolio has everything you need

Quite a bit of time and energy has been put into researching suitable applications, but as the acquisition project really got underway, a list of requirements was made with the previously documented development activity goals providing the framework. “When invitations to tender were sent out, Savon Voima had a clear understanding of the necessary functionality”, explain Sutinen and Rissanen.

“We knew precisely what we wanted and this made it easy to choose the right application.

As a cloud service, Thinking Portfolio best adhered to our specific demands. The preparation stage for our activities was excellent, so there was no need to customise anything.

At Savon Voima, Thinking Portfolio operates as a development portfolio used to manage the company’s strategic programmes and the project contained within it, as well as various types of research and development projects. The development includes programmes such as: Carbon dioxide-free electricity generating systems, a weather-reliant electricity

grid, giving definitive form to client relations, 100% self-sufficiency domesticity and zero accidents.

Markku Rissanen says that Thinking Portfolio has done an excellent job at satisfying their key requirements, which includes objective development being easy to portray in the tool, and shows that data can be quickly updated whilst creating common situation awareness. From the perspective of management, reporting capabilities need to be sufficiently wide-ranging.

“We have been very satisfied with our choice. As yet, we have not come across any necessary features that are lacking from Thinking Portfolio.

Thinking Portfolio provides different outlooks on topics

Arto Sutinen regards the development portfolio application as a way of achieving goals within the organisation and he is satisfied with the strategic level of the project and the programmes visible within Thinking Portfolio.

“I have told management that no other reports need to be made by them, as Thinking Portfolio tells us everything we need to know about the projects.

We have only just started using Thinking Portfolio, so we are still fine-tuning the way we use it. Nevertheless, we have already realised that using the different Thinking Portfolio views we are able to gain different perspectives on issues. We have also conducted a project prioritisation study based on the application views. Thinking Portfolio is primarily a management and communication tool.”

Rissanen adds that the instructions given by Arto have been easy to follow, with Thinking Portfolio being an exact representation of the logical and sufficiently simple interface sought after during the acquisition stage.

Kemira visualises project and resource planning using the Thinking Portfolio project portfolio

With the establishing of the new project template, Kemira's IT and Operational Excellence Department made the joint decision that it was time to commission a tool to manage the project portfolio that would replace the Excel files and separate resource management application previously used.

A benchmark test was conducted among service providers during the acquisition stage and all the various alternatives and ultimately Thinking Portfolio was deemed to have the qualities that best corresponded with Kemira's needs. In addition to being easy to use, Thinking Portfolio was quick to implement and was highly cost-effective as a cloud service.

Thinking Portfolio creates synergy

Kemira's Thinking Portfolio currently features IT projects in addition to various activity enhancement projects, one of which is a portfolio holding around a hundred projects. The portfolio has 350 users, 50 of which are active users with 100 time-entry users.

Free user rights have been applied to the project portfolio. This means that Thinking Portfolio operates as a communication channel for various projects and it also provides details about persons to contact who can provide more information.

The resource planning within Thinking Portfolio is regarded as being a very useful attribute. "There is an excess of projects conducted simultaneously within the organisation and this causes timetables to overrun", states PMO Manager for Kemira IT, **Taija Turkia**.

"The resource planning attributes are flexible and they provide excellent reports." In addition to Thinking Portfolio being an outstanding tool for visualising the situation, its high functioning resource planning also provides us with a better synergy between business and IT.

"Bottlenecks are easily visible in Thinking Portfolio", adds Turkia.

Project managers grateful for time saved

Kemira's users also praise Thinking Portfolio's ease of use. Project managers in particular have been grateful that there is

no longer the need to do the same work several times over, which used to be the case when separate reports were used.

"Time is saved when starting and completing a project, once information is amassed in the same place and reported automatically.

The project portfolio is regularly inspected in connection with various meetings. It is a great deal easier when data does not need to be selected from different places and you can see when the data has been updated".

We highly recommend it and we are in the process of making further developments

Cooperation between Kemira and the Thinking Portfolio supplier has also been excellent following the completed supplier project. "Implementation of the tool was also assisted by the fact that Kemira was itself clear about what topics needed enhancing", Turkia highlights.

One of the topics for further development at Kemira is the improvement of mobile use for making time entries. Furthermore, there will be an expansion of Thinking Portfolio's integration and reporting properties, which make full use of existing reports and dashboards.

"As a company, Thinking Portfolio has a flexible customer service and its employees are very service oriented. I definitely recommend Thinking Portfolio for others seeking similar solutions. It is important to note though that it is worth first getting your own processes in order in order to achieve the best possible benefits, including expertise on the supplier process during swift project implementation."



Through Thinking Portfolio the central IT-organisation of the UMC Utrecht has a better grip on projects and ideas

The University Medical Centre (UMC) Utrecht is a leading international university medical centre. The UMC Utrecht is all about people; patients, students and staff. More than 11,000 employees provide the highest quality of care, day and night. Due to the ever-increasing digitisation of processes, developments in the field of e-health, big data and also patient safety and data security, the UMC Utrecht is investing heavily in ICT.

Why project portfolio management?

Every year the central IT organisation of the UMC Utrecht carries out many projects that help improve care and business operations. The 'Thinking Portfolio' project portfolio management software provides the UMC Utrecht with a complete overview of these projects. Manual reports have been replaced by standardised reports. These provide a concise and unambiguous insight into the status and progress of all projects, allowing the organisation to work more efficiently and achieve more in less time. Information managers record ideas for new projects in a separate module and assess these ideas for risk, value and impact on the organisation at an early stage. This helps the organisation to make the right choices for projects, better planning and control.

Why PMO Institute?

Prior to the implementation of the tooling, PMO Institute carried out a brief investigation into the current project management process, its support and the available Project Management information. Based on the outcome of this investigation, the UMC Utrecht set up a PMO and implemented the tooling almost simultaneously. The UMC Utrecht started with a basic design of the tooling to make the projects transparent and manageable. Through a few workshops and in close collaboration the configuration was set up and by training the project leaders it was implemented after 3,5 months. The UMC Utrecht subsequently expanded the basic configuration of Thinking Portfolio with new functions in small steps.



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Thinking Portfolio helps Erasmus University to direct digitisation through Portfolio Management

In the period prior to the implementation of Thinking Portfolio, the Erasmus University Rotterdam (EUR) had developed a mindset for setting up a Project Portfolio Management (PPM) Governance model. Following on from this, the EUR Thinking Portfolio was set up as a pilot with the aim of obtaining a clear overview of the projects at a central level.

Founded in 1913, Erasmus University Rotterdam (EUR) has developed into one of the modern universities of the Netherlands. EUR research has been consistently ranked in the international top 100. With nearly 30,000 students and over 3,000 staff (academics and policy and support staff) from more than 100 countries, the EUR aims to create substantial social impact through its teaching and research. Digitisation is playing an increasingly prominent role in our daily lives and is an important “enabler” for Erasmus University Rotterdam to realise its EUR strategy 2024.

Why portfolio management?

Erasmus University Rotterdam (EUR) invests long-term in the improvement and renewal of education, research and business operations, both at faculty level and for the institution as a whole. These change initiatives are often implemented through projects and programmes. The scope, coherence and complexity of the changes are increasing and controlling and managing the changes is becoming increasingly risky. Making the right choices is key for proper implementation of the EUR strategy. This requires overview and insight. Possible interdependencies must be transparent and it is important to know what capacity utilisation of people and resources is required with respect to all initiatives.

Why PMO Institute?

In the period prior to the implementation of Thinking Portfolio, the EUR had developed a mindset for setting up a Project



Portfolio Management (PPM) Governance model. Following on from this, the EUR Thinking Portfolio was set up as a pilot with the aim of obtaining a clear overview of the projects at a central level. The tool distinguishes between a number of change portfolios for digitisation: maintenance, renewal and innovation. The reports from the tooling have been used by the EUR to support the portfolio management and decision-making processes. PMO Institute assisted with a pragmatic design and set-up of the software application in which users only record the data that is important for the project management process and management of the portfolio. Following a successful pilot of 6 months the EUR implemented the software application on a permanent basis.



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Lindström manages clean projects with Thinking Portfolio

Lindström is one of Europe's leading textile service companies with 170 years of experience in the industry. Lindström offers solutions for the cleanliness and decoration of business premises, work clothes and protection, and, through its subsidiary Comforta, hotel and healthcare textile services. Lindström operates in 24 countries in Europe and Asia.



When Lindström started implementing the Thinking Portfolio's project portfolio, they had their project model in mind. The portfolio was modified to support the project model and Lindström's corporate strategy. In connection with the implementation, it was noticed that the deployment of the project model still required work. The quality of the data was not what was desired, and the prioritization of projects had not been implemented to the expected extent, says Heidi Rääsiö, Head of IT People and Strategy.

– The launch of our project model had been incomplete. With the introduction of Thinking Portfolio, we noticed the shortcomings in our model and were able to develop these further.

The next development step was the implementation of the second phase of the project model. Among other things, it clarified the model, its various processes, and decision-making policies.

In connection with the project model reform, a new version of the project portfolio was also implemented, which was updated with the help of user feedback received and adapted to support the renewed model.

How I prepare for the gate decision and what to do about it in Thinking Portfolio

Since the reform, processes have been taught both in-classroom and online effectively, and online clinics continue. The steering groups and Lindström's top management have also participated in the training.

– In the clinics, we dive deeper into topics that can be, for example: "How do I prepare for the gate decision and what needs to be done for it in Thinking Portfolio?" In the future, we will pay even more attention to the quality of data, and we especially strive to communicate this in training and clinics.

– Participants have given positive feedback from the clinics. The clinics have been relaxed events, more conversational than being unilaterally told what needs to be done, Heidi Rääsiö describes the implementation.

The steering groups and top management welcome the increased informativeness

The steering groups require that the information be supplemented in the portfolio if anything required for gate decisions is missing. In this way, the necessary material is always available and reportable.

– The steering groups have, among other things, been happy to receive the Progress Report. It is easy for the steering group to see the added value brought by the tool, e.g., in connection with the confirmation of gate decisions and project monitoring, when things are presented in the same way for all projects.

The top management is positive about the development team's message about improving processes. Thinking Portfolio's project portfolio creates the reports they need for control in real-time. The management also monitors the implementation of the strategy from the project portfolio. For example, the situation of this year's must-win projects is painlessly available from there.

I definitely recommend Thinking Portfolio

As a tool, Thinking Portfolio is straightforward compared to many other similar applications. I definitely recommend Thinking Portfolio to others as well, as it will make managing your project portfolio remarkably easy. Also, it expands the view on the number and quality of projects, while still being easy to use. My recommendation is also affirmed by the well-functioning cooperation with Thinking Portfolio, Heidi Rääsiö sums up her personal Thinking Portfolio experience.

Tuusula's city council's term objectives and development projects are linked in Thinking Portfolio

First, a development portfolio was introduced in Tuusula, followed by piloting of the objective portfolio. The Tuike project model was developed in the municipality of Tuusula during 2015-2016, and the project portfolio was built in Sharepoint. The project was a good foundation from which it was easy to start further development.

The project model itself served well but the model reporting with Word and PowerPoint was found to be time-consuming and cumbersome. There was also a desire for more visibility into the development activities. On this basis, we started looking for a new tool, recalls Development Manager Hanna Virkki, in the early stages of the procurement project.

– We noticed that several municipalities and companies already use Thinking Portfolio. I also had experience of the application from my previous job, where the Thinking Portfolio was in use.

Tuusula's Thinking Portfolio implementation project first started with the piloting of the development portfolio, followed by the piloting of the objective portfolio. Now both are in the implementation phase.

– The completion of the objective and development portfolios is still in early stages, but we are implementing it in smaller groups by service areas and units.

In the future, interim reports of the objectives are made in the portfolio. That means that the planning is also done there.

– When we presented the portfolio to the city council, we received excellent feedback from the trustees. They were especially pleased that with the help of Thinking Portfolio, they could clearly see everything that is going on in the development.

The connection between the objectives, measures and development projects is shown in the portfolio

The Tuusula portfolio includes development implementations and projects in a cross-sectional manner at the municipal level, and various branches have similarly described their development activities there. These can be viewed, depending on the filtering options, from many different perspectives and provide a comprehensive view of ongoing operations.

The goal is to highlight the strategic entities, i.e., how the objectives of the term and the annual goals and the projects supporting them have progressed and how they are linked to

each other.

It is also planned to make more use of the portfolio's reporting in the future. Currently, the development portfolio reports are in good shape, and objective reports will be edited after the reporting requirements associated with it are first fully realized.

– In the past, we did not have an easy way to combine objectives, measures, and development implementations. Now that we can do so, it will be interesting to see how many of the objectives are project-specific development and how many of the objectives will turn into projects for the next year.

Development managers support portfolio deployment

Tuusula's portfolio is developed and supplemented by quality first because the portfolio is wanted to be a reliable tool to support decision-making. The Development Office is responsible for development work, cooperating with the branch development managers. Development managers are aware of the functionality of the portfolio, as they were already involved in the definition and piloting. The Development Office also supports management, as well as all other users, to get the most out of the portfolio.

The Thinking Portfolio Network provides tips for users

User feedback has been extremely positive, especially now when there is one tool that presents the situation from many angles and allows development implementation to be promptly reported while sipping a cup of coffee. A user can also make small files themselves and by using tips from other users gain efficiency, describes Hanna Virkki.

– We have received a lot of advice and tips from other Thinking Portfolio customers. Therefore, we feel the user community network and Thinking Portfolio client events where users meet to hear how others have taken advantage of the portfolio are helpful and they can learn something from each other.

The IT organization of the City of Jyväskylä will use Thinking Portfolio's project portfolio in production

The City of Jyväskylä's project portfolio working group has three months of effort in Thinking Portfolio's project portfolio definition and suitability testing. During the testing phase, a few IT projects were added to the portfolio by pilot users, and we are now ready for production.

The launch of the Thinking Portfolio's project portfolio has already been announced internally. In the next step, more portfolio users will be trained and introduced to the various features through their project activities. The number of projects in the portfolio will increase as more users are added, as the training is efficient, project managers enter their projects in the portfolio, and user guidance is provided through them.

– Information about the upcoming has been received positively, and future users expect to see in practice what the new tool will look like and how it will make their work easier.

The new project portfolio is also expected to help clarify project processes and development practices. The work group believes that Thinking Portfolio will provide a way to manage and report on the project portfolio for both management and project staff.

The Jyväskylä work group gives an excellent rating to Thinking Portfolio for the three-month agile project, during which the project portfolio was defined and parameterized to suit the project environment in the City of Jyväskylä.

– Although, at times, we felt that it might have been good to have more time to deal with internal issues between the workshops. However, the project was completed on schedule. Also, some of the needs of the next phase were already implemented.

In the future, the Jyväskylä team hopes to hear more experiences and examples from other cities and public organizations about how the product has been used by customers of different sizes and what opportunities they might have to expand the use of their portfolio in the future.



The Thinking Portfolio project portfolio met Suominen's expectations – Portfolio users are happy and excited

Suominen manufactures nonwoven fabrics in rolls for wiping products and other applications. Suominen's nonwoven end products, such as wet wipes, sanitary napkins, and wound dressings, are present in people's daily lives around the world. (suominen.fi)

Goodbye to the Excel era

Suominen's project portfolio acquisition process started from the requirements of an extensive development project, the cost-effectiveness program Optima. The Optima program involved dozens of different programs and projects of various sizes. In the initial phase of Optima, it was stated that it is necessary to say goodbye to the "Excel era." Following Optima's example, the Thinking Portfolio project portfolio was also launched by Suominen's R&D development projects, growth investments, and ICT, whose projects were previously managed using Excel and Word as well.

Mika Rapeli, Director, Growth Projects at Suominen, is pleased that Thinking Portfolio adapted well to the needs of Suominen's various functions. The portfolio views have been made to serve different parties, and the portfolio will continue to be effortless to deploy in new functions. Next, it will be utilized in the new strategy program and the Marketing and Category Management functions.

Thinking Portfolio references and presentation were convincing

During the acquisition phase of the project portfolio solution, several applications available on the market were reviewed and discussed with people specializing in project activities. Thinking Portfolio was recommended by a former colleague who had seen a presentation on it. Thinking Portfolio references also spoke for themselves.

–When we saw the presentation ourselves, we were convinced. The Thinking Portfolio interface was clear, and we learned that there is no need to do massive integrations

with other systems. Also, in terms of cost, Thinking Portfolio was incredibly competitive. I recommend also to others.

Thinking Portfolio helps in many ways

With the help of the project portfolio, control is gained in the process, and issues can be handled openly and presented to the management in a unified format. When the use of the project portfolio harmonizes operating methods and brings structure to project management, the insight for risks also improves. Also, the assessment of the dependencies between projects and the ability to allocate resources to different projects and see their utilization rate helps to present the overall picture.

The project portfolio itself serves as an information channel and planning aid, especially in R&D projects. In the portfolio, Suominen follows the principle of openness. Users can view everything that is going on in the portfolio and use the data in their brainstorming and planning. This is a definite improvement on the previous one, says Rapeli.

–When data is stored on factory-specific servers, and only accessible by a small group, valuable information is lost when there is not even knowledge about its existence. Thinking Portfolio brings a definite improvement to this. We have also entered the R&D idea portfolio into Thinking Portfolio. We got project reporting and communications on one platform. We have moved away from passive data processing to the world of cloud services and databases, where data is accessible to the entire organization.

– Project portfolio users are happy when forms and reports are obtained directly, without the need for searching and doing multiple jobs. When the information is within the



company, it should be available directly, and now it is realized.

Thinking Portfolio also set in motion the development of the project model

Suominen is providing training for more Thinking Portfolio users. In connection with the training, projects are entered, i.e., learning takes place hands-on. As the manager in charge of the implementation project, Mika Rapeli is satisfied with how nicely the new portfolio service has been received. He wants to thank both his staff and the Thinking Portfolio staff for making the project portfolio a tool for Suominen's project management.

– Thinking Portfolio has been the driving force in developing our project management. So, we have started 180 degrees in a different direction than traditionally emphasized, i.e., the processes are first put in order, and then the application is turned on. The lightness of Thinking Portfolio has also made this reverse development possible.

– Multiple functions are eager to start using the portfolio now and, at the same time, start implementing the Stage-Gate model, which was previously only used in R&D. Learning increases, and risks decrease.

– Thank you to the whole Thinking Portfolio team, especially of course to Asko and Keijo. The product and concept, people, and service have been excellent during the journey! The same goes for our team, i.e., thanks to Charlie, Riga, Tom, Nicolas, Megan, Anna, Miika, Virpi, Timo, Lynda, Minna, and of course, Markku who made this project possible with the top management from the beginning. Thanks for the excellent support to Pramod, Mari, and Jamie and Inari, Julia, and Emilia for the upcoming internal “launch.”

“Project portfolio users are happy when forms and reports are obtained directly, without the need for searching and doing multiple jobs. When the information is within the company, it should be available directly, and now it is realized.”

Thinking Portfolio's project and risk portfolio enable unified handling at Fingrid

The combination of the Thinking Portfolio's project portfolio and the risk portfolio has streamlined the handling of both development projects and risk management in a unified environment. First, the project portfolio, together with the renewed project model, was introduced, and the positive experiences gained from it helped in the selection when the risk portfolio was acquired, says Development Manager Matti Tähtinen from Fingrid.

With the introduction of the project portfolio, an overall picture of what is going on in different parts of the organization at the same time was obtained. Achieved transparency is an absolute prerequisite for management, which was previously hampered by project management scattered across different Excel and PowerPoint files. The number of ongoing development projects in the company was surprisingly large, as was the number of project managers, most of whom participated in addition to their work. The projects also included many purely risk management projects, Tähtinen describes the findings in the first phase of portfolio implementation.

The critical development projects and risks of the company's strategy are monitored using Thinking Portfolio. Tähtinen has noticed the increase in maturity in strategic portfolio management since the introduction of portfolio tools when all ongoing and planned execution has become visible – especially the need for prioritization and smart scheduling has been highlighted.

– We have also launched a project management degree program. Project management is often an indirect, non-supervisory activity that requires peculiar expertise.

– In a decentralized deployment, there must be strong management support and strategic guidelines behind it, as well as examples to illustrate the benefits of a standard project model and project decision-making process.

The project portfolio brings together different projects under one umbrella

Prioritization and alignment between projects and other

work is an integral part of the strategy and streamlining operational activities. The promotion of the model and the tools and the demonstration of the benefits must be perceived as being a part of the operations, and show the added value achieved in each area. In the portfolio implementation in Fingrid, the power of the example was used more than enforcing control.

Although the project portfolio is a portfolio management tool, the features of the platform also support the management of individual projects to large extent. The upside is that Thinking Portfolio can be used the way it most effectively supports each project. Utilisation tools can be deployed to the extent and accuracy required by the complexity of the project. One of Fingrid's most significant ongoing projects currently is DataHub, which is managed entirely with Thinking Portfolio.

– DataHub is a platform on which all Finnish electricity use locations are registered, and the data exchange required for their management goes through a one-stop-shop. This venture and the projects included in it with their sub-projects are reported through Thinking Portfolio. The data is quickly retrieved and easy to update and track there. If the most significant and demanding projects, such as DataHub, succeed in Thinking Portfolio, then why not take advantage of it for smaller ones as well.

Risk scenarios appear in the risk portfolio

Once the project and portfolio models were well launched, the next step was to find a new solution for risk manage-



ment. A compelling timetable driver was the end of support for the old system platform. Still, at the same time, there was an opportunity to assess the implementation of risk management from a clean slate. The result was a decision to reform the entire risk management and assessment model, as well as the system for managing risks following a new model that is more proactive and focuses on real risks.

Risks are divided into strategic, business, and operational risks. Preparation, approval, and reporting now take place using the new risk portfolio tool.

– One goal was to include the continuity management measures planned for different threat scenarios in the risk portfolio. Even for the ongoing pandemic situation, there were already pre-trained policies.

The introduction of the portfolios was a great success, and the result was as desired

The guiding principle when introducing portfolios was simplification, which was made possible by a flexibly parametrizable portfolio base. The portfolios are easy to use. The accessibility is improved because prior work can be utilized simply by direct copying.

The user training of the project portfolio was provided along with the training of the new project model. There was hardly any need for training on the risk portfolio, as it can be used with the lessons learned from the project portfolio.

– The main engine in the implementation was the Thinking Portfolio consultant, who also helped us review the risks and

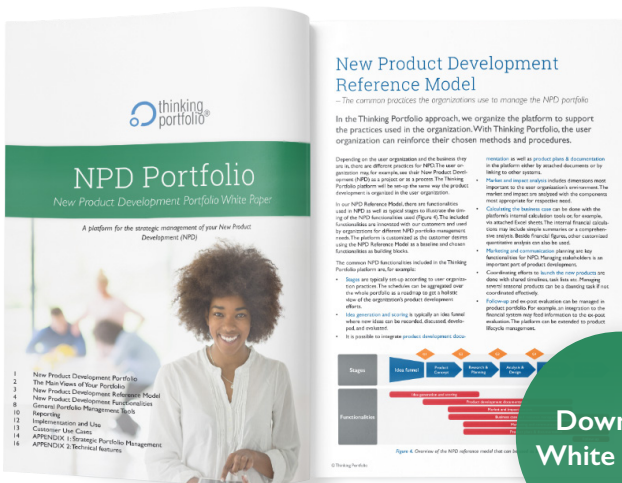
transfer them to our new risk portfolio. He did an outstanding job with us to achieve the result.

– In conclusion, I would say that we met all our project and risk management objectives with Thinking Portfolio. Together, the portfolios form a functional whole and a platform for a wide range of further development. I see that process controls related to risk management, for example, could have their portfolio continuum.

“Although the project portfolio is a portfolio management tool, the features of the platform also support the management of individual projects to large extent. The upside is that Thinking Portfolio can be used the way it most effectively supports each project. Utilisation tools can be deployed to the extent and accuracy required by the complexity of the project.”

thinking portfolio® NPD Portfolio

- Manage fast-moving NPD-process on strategic level, by portfolio level prioritization, resourcing and scheduling
- Facilitate quick decision-making and follow-up
- Maintain an up-to-date view of current development situation
- View initiatives in one place
- Analyze product-market-fit, cannibalization or product sizing
- Evaluate effects on production planning
- Enable shorter product development cycle
- Manage and co-ordinate all stakeholders and networks



Key Functionalities

- Portfolio reporting
- Portfolio prioritization and quality management
- NPD-related key information set-up to support your key parameters
- Product positioning and impact management
- Project management and reporting based on your key needs
- Resource allocation & control

Gate	Start	Status
G0: Starting preparation	15.1.2020	Ready
G1: Decision to plan	5.3.2020	Ready
G2: Decision to implement	24.6.2021	Ready
G3: Decision to launch	20.10.2021	Ready
G4: Decision to close	1.2.2022	Waiting
G5: Post evaluation	13.11.2019	Waiting

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